

List of Objective and Subjective Data/Data Sources...

**IN ORDER TO EFFECTIVELY EVALUATE THE EFFECTIVENESS AND UTILITY OF THE DEMONSTRATION PROJECT INTERVENTIONS SUBJECTIVE AND OBJECTIVE DATA MUST BE PERIODICALLY COLLECTED AND ANALYZED**

- The following tables list the objective and subjective data/data sources that can be collected to evaluate the effectiveness of each DOC Demonstration Project intervention.

**Table 1. Increased Quality Of New Hires**

OBJECTIVE DATA	SUBJECTIVE DATA
<b>Agency Based Staffing</b>	
Recruiting sources used	Focus group data
Average speed of hire	Employee/Supervisor survey data
Number and proportion of acceptances	Interviews with hiring officials
Interview dates	Exit interviews
Hire dates	
<b>Direct Examination</b>	
Recruiting sources used	Focus group data
Speed of hire	Employee/supervisor survey data
Number and proportion of acceptances	Interviews with hiring officials
Interview dates	
Hire dates	
Number of times Direct Examination is used	

**Table 1. Increased Quality Of New Hires (continued)**

OBJECTIVE DATA	SUBJECTIVE DATA
<b>Broad Band Classification System &amp; Flexible Entry Salaries</b>	
Number and proportion of acceptances	Focus group data
Performance appraisal data	Employee/supervisor survey data
Organizational and departmental budget/labor cost data	New hire survey data
Data on qualifications (e.g. experience, degree, etc.)	
<b>More Flexible Paid Advertising</b>	
Records on advertising sources	Focus group data
	Interviews with managers
	New hire survey (where did you learn about position?)
<b>3 Year Probationary Period For Scientists And Engineers</b>	
Performance appraisal data for engineers	Focus group data
Probation period data	Supervisor interviews
Automated history file data	
HRM office records	
<b>Local Authority For Recruitment Payments</b>	
Performance appraisal data for those given recruitment payments	Interviews with hiring officials
Budget/labor/payroll cost data on recruitment payments	Focus group data
Data on qualifications (e.g. experience, degree, etc.)	Supervisor interviews

**Table 2. Increased Retention Of Good Performers**

OBJECTIVE DATA	SUBJECTIVE DATA
<b>Broad Band Classification System</b>	
Budget/labor/payroll data (linked to performance data)	Employee interviews to determine competitiveness of pay
Performance appraisal data	Manager interviews to determine flexibility of broad banding
Turnover data	Focus groups
Benchmarking data	
<b>Performance Based Pay Increases</b>	
Performance appraisal data	Focus groups
Amount of time to process pay for performance raises	Interviews with hiring officials
Turnover data for good performers	
Automated history file data	
<b>Bonuses</b>	
Turnover data	Supervisor/employee survey
Cost of bonuses	Focus groups
Distribution rate of bonuses	
Performance appraisal data linked to bonuses	

**Table 2. Increased Retention Of Good Performers (continued)**

OBJECTIVE DATA	SUBJECTIVE DATA
<b>Local Authority For Retention Payments</b>	
Budget/Labor/Payroll data on retention payments	Interviews with managers/hiring officials (to determine flexibility, utility, and retention)
Turnover data	Focus groups
Frequency of retention payments	Exit interviews
<b>Supervisory Performance Pay</b>	
Performance appraisal data of supervisors	Focus groups
Budget/Labor/payroll data for supervisors linked to performance	Interviews with supervisors
Turnover data	Survey of supervisors
Benchmarking data	
<b>More Flexible Pay Increase Upon Promotion</b>	
Turnover data	Employee/Supervisor survey to determine competitiveness of pay increases
Promotion data	Focus groups
Budget/labor/payroll data linked to promotion	
Performance appraisal data	
Benchmarking data	

**Table 3. Improved Individual and/or Organizational Performance**

OBJECTIVE DATA	SUBJECTIVE DATA
<b>Two Level 100 Point Peer Group Performance Appraisal System</b>	
Performance appraisal data and technology for all groups	Interviews with supervisors/hiring officials
	Focus groups
	Employee/supervisor surveys
<b>Pay Increases Linked To Performance</b>	
Performance appraisal data	Employee/supervisor surveys
Budget/labor/payroll data linked to performance	Focus groups
<b>Supervisory Performance Pay</b>	
Budget/labor/payroll data linked to performance	Management interviews
Performance appraisal data	Supervisor surveys
<b>Bonuses Linked To Performance</b>	
Budget/labor/payroll data linked to performance	Employee/supervisor surveys
Performance appraisal data	Focus groups
<b>Hiring Interventions (Listed Above)</b>	
Performance appraisal data	Interviews with hiring officials
Recruiting sources used	Focus groups
Budget/labor/payroll cost data on recruitment payments	
Data on qualifications (e.g. experience, degree, etc.)	
<b>Retention Interventions</b>	
Budget/labor/payroll cost data on retention payments	Interviews with hiring officials
Performance appraisal data	Focus groups
Turnover data for good performers	

**Table 4. More Effective Human Resource Management**

OBJECTIVE DATA	SUBJECTIVE DATA
<b>Broad-Band Classification</b>	
Budget/labor/payroll cost data	Interviews with managers
Benchmarking data	Employee/supervisor surveys
<b>Delegated Classification Authority To Managers</b>	
Organizational mission statements	Interviews with hiring officials
Internal equity/external competitiveness (benchmarking) data	Employee/supervisor surveys
	Focus groups
<b>Delegated Pay Authority To Managers</b>	
Organizational mission statements	Interviews with hiring officials
Internal equity/external competitiveness (benchmarking) data	Focus groups

**Table 5. More Efficient Human Resource Management**

OBJECTIVE DATA	SUBJECTIVE DATA
<b>Automated Broad-Band Classification System</b>	
Number of steps taken to classify employees and initiate pay action	Interviews with hiring officials
Time it takes to initiate pay action	Employee/supervisor surveys

**Table 6. Support for EEO/Diversity goals**

OBJECTIVE DATA	SUBJECTIVE DATA
<b>Hiring Interventions</b>	
HRM and EEO records on offers and acceptances	Focus groups
Number of minorities hired	Employee/supervisor interviews
Number of non-minorities hired	
Recruitment payments made to minorities	
Retention payments made to minorities	
Performance appraisal data for minorities	
Recruiting sources used	
<b>Performance Based Pay Increases</b>	
HRM records	Employee/supervisor interviews
Performance appraisal data for minorities	
Budge/labor/payroll data for minorities	
<b>Bonuses</b>	
HRM records	Supervisor/employee survey
Turnover data for minorities	Focus groups
Cost of bonuses for minorities	
Cost of bonuses for non minorities	
Distribution rate of bonuses for minorities	
Distribution rate of bonuses for non minorities	
Performance appraisal data for minorities, linked to bonuses	

**Table 6. Support for EEO/Diversity goals (continued)**

OBJECTIVE DATA	SUBJECTIVE DATA
<b>Pay Interventions (Listed Above)</b>	
HRM records	Focus groups
Salary rates for minorities	Employee/supervisor interviews
Salary rates for non-minorities	
Salary increase data linked to promotion data	
Entry salary rates for minorities	
Entry salary rates for non minorities	
Performance appraisal data	
Benchmark data	
<b>Retention Interventions (Listed Above)</b>	
Automated history file data/EEO records	Focus groups
Turnover rates for minorities	Supervisor surveys
Frequency of retention payments for minorities	Supervisor interviews
Frequency of retention payments for non minorities	
Performance appraisal data	

